



How to Hire Top Performers Each and Every Time

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Most employers agree the typical employee selection process is minimally effective at best. Unfortunately, resumes and job interviews are becoming less reliable. Here are the most common problems surrounding job applications and resumes, according to a survey completed by CareerBuilder.com.

- 38 percent of those surveyed indicated they had embellished their job responsibilities
- 18 percent admitted they lied about their skill set
- 12 percent indicated they had been dishonest about their start and end dates of employment
- 10 percent confessed to lying about an academic degree
- 7 percent said they lied about the companies they had worked for



idea of what the job is about. Screen the resumes and applications to gain information for the interview. Standardize and prepare the questions you will ask each applicant.

Lack of purpose - Not only are you trying to determine the best applicant, but your other goal is to convince the applicant this is the best place for them to work. Top performing people have many choices and job opportunities to choose from.

Lack of clearly defined job competencies - Each job can have anywhere from 6-10 job competencies. Identify the behaviors, knowledge, motivations and qualities incumbents need to have to be successful in the job. If the job requires special education or a license, be sure to include it on your list also. There are several

assessments and profiles available to help insure you have a good match between the applicant and the job.

A good selection process determines if there is a match between the individual and the job. A good process allows you to understand the applicant's behavior, values, motivations and qualifications. Time and time again we have seen people hired for sales jobs that don't like calling people, customer service people whom can't look into your eyes and say, "Hello." Then there are good employees promoted into management positions lacking the competencies to lead and manage others. Here are several reasons why most interviewing techniques fail:

Lack of preparation - The first impression lasts a long time. Prior to the interview make sure you understand the key elements of the job. Develop a simple outline that covers general job duties. Possibly work with the incumbent to get a better

Lack of structure - The best interview technique follows a structured process. This doesn't mean the entire process is inflexible without spontaneity. Ask each applicant the same questions and score them with a consistent rating process. This approach helps avoid bias and gives all applicants an equal opportunity. The best way to accomplish this is by using behavioral based questions, role-plays and situational questions. Here are some examples:

Behavior Based Questions

Behavioral based questions are used to evaluate the applicant's past behavior, experience and initiative such as:

- Give me an example when you . . .
- Describe an incident where you went over and beyond the call of duty . . .
- Tell me about the time you reached out for additional responsibility . . .
- Tell me about the largest project you worked on . . .
- Tell me about the last time you broke the rules . . .

Situational Based Questions

Situational based questions evaluate the applicant's judgment ability and knowledge. The interviewer first gives the applicant a hypothetical situation such as:

"You are a manager and one of your employees has just told you that he thinks another worker is stealing merchandise from the store."

- What should you do?
- What additional information should you obtain?
- How many options do you have?
- Should you report this to your supervisor?
- When should you report this?

Role Plays

Sample role-plays are effective ways to learn and practice new skills. They can also be used during the interview process to determine the skills and personal charisma of people during stress. For example, if you are interviewing a customer service representative you can use a role-play to see how this person can manage an irate customer. When using role-plays consider the following guidelines.

1. It is a good idea to write the situation down on paper. Give the person time or a short break to "get into character" prior to beginning the role-play.
2. Give the candidate clear guidelines and background information so they thoroughly understand the situation.
3. Allow them to ask questions before you begin.
4. Debrief the applicant at the conclusion of the role-play. Ask them to tell you how they

thought they did and how they could have done it differently. Conclude the role-play in a positive way.

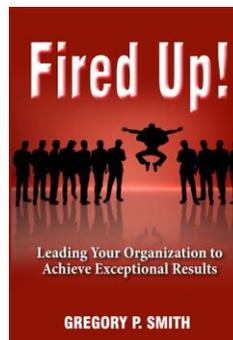
Insuring the "Right Fit" -- Hiring Assessments

Resumes and interviews are not as reliable as they used to be. Yes, a structured approach will improve your chances, but it is important to go one step further. Pre-employment profiles are a valid, legal, reliable and important part of the hiring process for a growing number of employers.

Approximately 65% of all employers use some form of assessment during the hiring process. By using these tools organizations have reduced turnover and improved the quality of the workforce. Assessments provide an accurate analysis of employee's behaviors, skills and attitudes otherwise left to subjective judgment.

Targeted Selection

Another way to hire top performers is to identify and understand your *current* top performers. Certain assessments allow you to graphically profile the behaviors, attitudes and attributes of your people giving you the ability to compare the characteristics of top and low performing employees. This benchmark process puts you in a powerful position to predict job success.



Greg Smith is a nationally recognized speaker, author and business performance consultant. He has written numerous books including his latest, ***Fired Up! Leading Your Organization to Achieve Exceptional Results.*** Greg has been featured on television programs such as Bloomberg News, PBS

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